

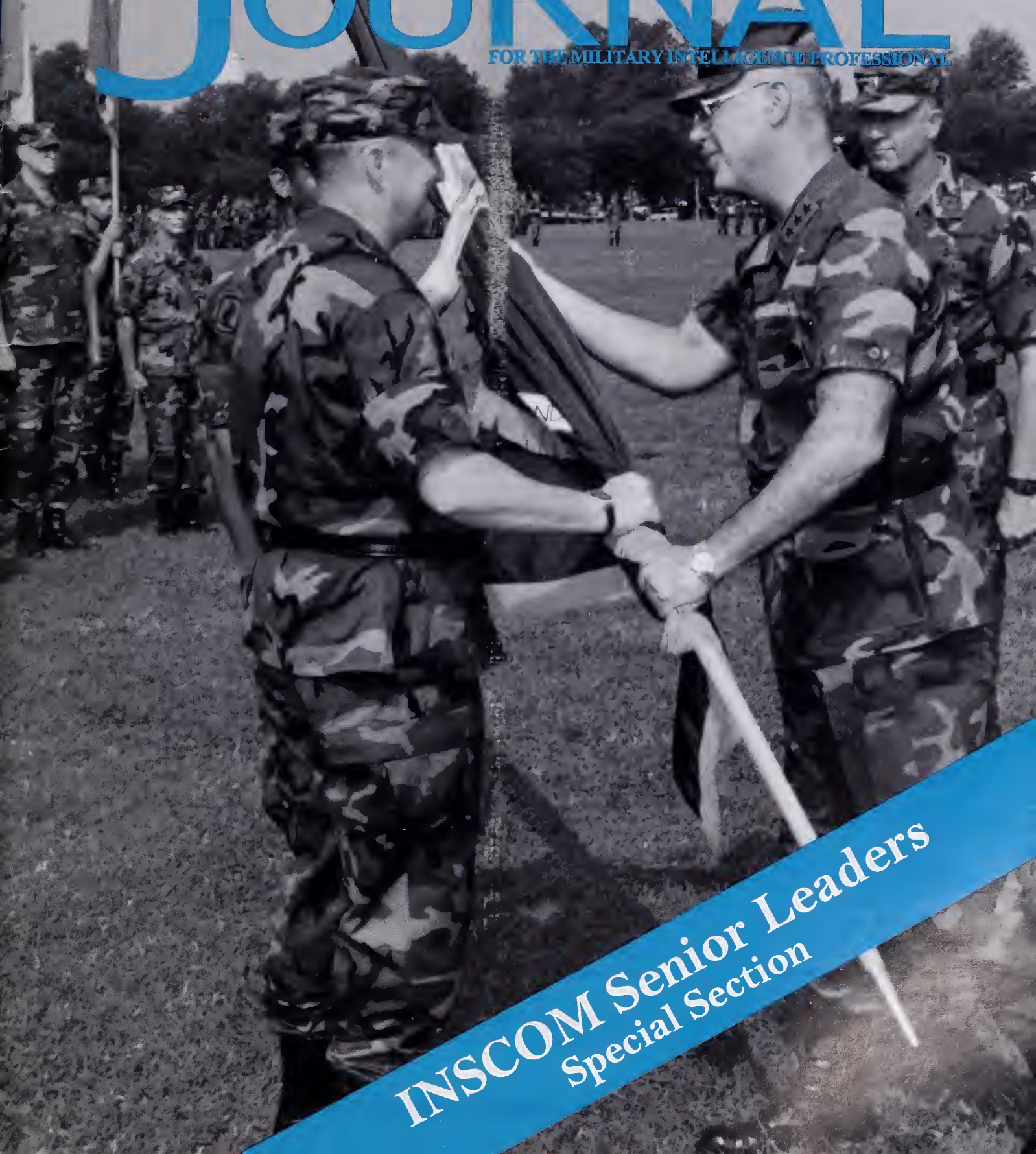
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NSCOM

September/October 1996

JOURNAL

FOR THE MILITARY INTELLIGENCE PROFESSIONAL



INSCOM Senior Leaders
Special Section



Brig. Gen. John D. Thomas Jr. Assumes Command of INSCOM

By Master Sgt. Joan E. Fischer

The U. S. Army Intelligence and Security Command's flag passed from Brig. Gen. Trent N. Thomas to Brig. Gen. John D. Thomas Jr., during a 10 a.m. ceremony on Long Parade Field, Fort Belvoir, Va., on Friday, Aug. 23.

The reviewing officer was Lt. Gen. Paul E. Menoher Jr., deputy chief of staff for intelligence, Department of the Army.

Menoher, a former INSCOM commander, took pleasure in sharing the change of command of the "near brothers Thomas." He described John D. Thomas as a "great commander who makes good things happen."

Brig. Gen. John D. Thomas Jr. comes to INSCOM from his most recent assignment as the associate deputy director for operations (military support) at the National Security Agency and deputy chief, Central Security Service.

He made his first remarks to his troops, affirming that they indeed, looked great standing on the parade field. He paid



INSCOM Commander
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- | | |
|--|---|
| <p>2 Brig. Gen. John D. Thomas Jr. Assumes Command of INSCOM
<i>By Master Sgt. Joan E. Fischer</i></p> <p>4 The I-Team</p> <p>8 Soldier Tops the Field
<i>By Master Sgt. Joan E. Fischer</i></p> <p>9 Her Winning Words
<i>By Spc. Angela D. Garrett</i></p> | <p>9 Garrett's one of his soldiers!
<i>By Shirley K. Startzman</i></p> <p>10 NCO Wins It All
<i>By Master Sgt. Joan E. Fischer</i></p> <p>11 Believe in These Words
<i>By Staff Sgt. Kaysteine J. Williams</i></p> <p>13 PANAMA
<i>By Cadets Raina and Katina Chesser</i></p> |
|--|---|



tribute to the 389th U.S. Army Band and to the Presidential Salute Battery, 3d Infantry, who also participated in the change of command ceremony.

INSCOM's new commanding general, a native of Plymouth, Pa., started his U.S. Army career in 1968, and was commissioned following his graduation as a Distinguished Graduate from the Field Artillery Officer's Candidate School at Fort Sill, Okla.

His initial assignments were command and staff positions in the 7th and 2nd Infantry Divisions. Following completion of the Army Basic Cryptologic and Electronic Warfare Officers' Course and the Military Intelligence Officer Advanced Course, he was assigned to

As a global command, every brigade/group/activity commander and command sergeant major brought their unit flag to the change of command. (U.S. Army photo)

Field Station Augsburg. His duties included operations, aviation and company command. Over a long and illustrious career, Brig. Gen. John D. Thomas Jr. has held a variety of positions, including deputy chief of staff for intelligence, special technical operations divisions, J3 the Joint Staff, Washington, D.C., and deputy commanding general/assistant commandant of the U.S. Army Intelligence Center and Fort Huachuca, Ariz.

Other accomplishments include being a master Army aviator rated in both fixed wing and rotary aircraft. He is a fixed wing instructor pilot. Thomas

received a bachelor of arts degree in history from Wilkes College, Wilkes-Barre, Pa., and a master of arts degree in international relations from the University of Southern California.

He and his wife, Verdun, are the parents of two daughters, Janet, of Woodbridge, Va., and Carolyn Rhinehart of Pensacola, Fla.

Master Sgt. Fischer is the NCOIC, public affairs office, INSCOM headquarters, Fort Belvoir, Va.

About the cover: Brig. Gen. John D. Thomas Jr. receives the INSCOM flag from Lt. Gen. Paul E. Menoher Jr. during a change of command ceremony on Aug. 23. (U.S. photo)

18 INSCOM Names Winners
By Jack Ebert

20 U.S. Army Intelligence and Security Command Senior Leaders

30 Learning to speak to the media
By Shirley K. Startzman

31 Diversity is the Key to Success
By Syraida Morales-Rodriguez

32 Money Talks
By 1st Lt. Edward P. Spence

34 Elley Dedicates Wing to McDonough
By Connie Ballenger

37 Army News Overwatch

39 Calendar of Events

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MI Anniversary Celebrated

The Army's military intelligence community celebrated its branch- and corps-status anniversaries at a July 1 Pentagon cake-cutting ceremony. The MI Corps was established at Fort Huachuca, Ariz., on July 1, 1987. The MI Branch, originally named the Army Intelligence and Security Branch, was created on July 1, 1962.

Lt. Gen. Paul E. Menoher Jr., deputy chief of staff for intelligence, cut the cake alongside the headquarter's newest member, Staff Sgt. Mark White, and, veteran Nancy T. Stutzman. Stutzman began working as an intelligence assistant over 35 years ago and has served eight deputy chiefs of staff for intelligence.

During the anniversary ceremony, Menoher talked about the corps and branch, the worldwide scope and the MI professionals who have died in the last year. According to Menoher, the MI Corps activation followed the Army chief of staff's decision to extend the U.S. Army regimental system to cover the whole Army to promote esprit de corps. The formation of the MI as a branch came as the culmination of a 40-year effort to give adequate recognition to much needed professional intelligence specialists within the Army. Army Military Intelligence has one regimental organization, the MI Corps. Its motto is "Always Out Front." (Submitted by Maj. J. R. Vallancewhitacre and the Army News Service)



(L to R): Lt. Gen. Paul E. Menoher Jr., Nancy T. Stutzman and Staff Sgt. Mark C. White cut the birthday cake celebrating the establishment of military intelligence as a corps and branch. (U.S. Army photo)

Fast is New Commander of 66th MI Group

On July 18, Lt. Col. Barbara G. Fast assumed command of the 66th MI Group from Col. Steven J. Argersinger during ceremonies in Augsburg, Germany. Brig. Gen. Trent N. Thomas, then commanding general of the U.S. Army Intelligence and Security Command, officiated.



For Argersinger, the ceremony marked the end of a career dedicated to Army service.

Lt. Col. Barbara G. Fast takes command. (Photo by Staff Sgt. J. Paul Bruton)

He was awarded the Legion of Merit. His wife, Monika, was awarded the Outstanding Civilian Service Award.

For Fast, it was a reunion. "My husband, Paul, and I are extremely happy to be back in the 66th MI Group and in Bavaria. For us, it's like coming home. We've been able to greet many old acquaintances and, as a military brat, I've actually lived in Bavaria longer than anywhere else," she said.

"This is my third tour with the 66th MI Group. I've seen many changes over the years as the unit and its mission has evolved. The 66th MI Group's reputation for excellence has remained the one constant...The combination of professional soldiers, government civilians and contractors, along with the talents each brings is the recipe for success," she said.

Fast recently graduated from the Army War College in Carlisle, Pa. Commissioned as an MI officer, she graduated cum laude from the University of Missouri, earning a bachelor of science degree in education with majors in German and Spanish. She also holds a master's degree in business administration from Boston University.

Fast's previous assignments include commander of the 163rd MI Battalion, then as G2, 2nd Armored Division, Fort Hood, Texas. In the 66th MI Group, she previously served as executive officer for the 18th MI Battalion in Munich, Germany; plans readiness and training officer, (S3); officer in charge, Service Orientation Team; and assistant battalion operations officer and company commander, 18th MI Battalion.

Born in Montgomery, Ala., Fast is the daughter of Chief Master Sgt. (Ret.) and Mrs. Billie R. Campbell.

(Editor's Note: Fast was promoted to the rank of colonel on Sept. 4.)

Get Takes Command

At a change of command ceremony on June 21, Col. Martin G. Kloster relinquished command of the 500th MI Brigade to its new commander, Col. Jer Donald Get, on the Zama American High School football field, Camp Zama, Japan.

"The 500th is fortunate to have its leadership pass from one outstanding leader to another," said Brig. Gen. Trent N. Thomas, commander of the U.S. Army Intelligence and Security Command.

Kloster addressed the soldiers of the 500th MI Brigade one last time. "Over the past few days, I have said my farewells to the 500th soldiers and civilians and I reminded them of their many accomplishments. The brigade increased its exercise participation by 900 percent — yes, you heard it correctly; 900 percent during the last two years. It is now involved in every major exercise in the Pacific area of operation," said Kloster.

Get is a 1973 graduate of the U.S. Military Academy and has earned advanced degrees from Boston University and the Naval Postgraduate School. He recently completed the Senior Service College Fellowship with the Institute for the Study of Diplomacy, Edmund A. Walsh School of Foreign Service, Georgetown University.



L to R: Brig. Gen. Trent N. Thomas, commanding general, INSCOM; Col. Martin G. Kloster, former commander, 500th MI Brigade; and Col. Jer Donald Get, commander, 500th MI Brigade, during the change of command ceremony at Camp Zama, Japan. (Photo by Sgt. 1st Class Don Moore)

"Col. Don Get is a dedicated professional who is well prepared to lead the brigade," said Thomas. "Col. Get's experiences include assignments as executive officer of the 751st MI Battalion at Pyongtaek, Korea, and commander of the 732nd MI Battalion in Hawaii. He is a trained foreign area officer," he said.

"It is a great privilege for me to have the opportunity to command the 500th, an honored and storied brigade here in the Pacific," said Get. "It is particularly gratifying for me to be able to, once again, while serving my country, return to Asia, the birth place of my parents and home of my ancestors," he said.

"As I begin my stewardship, I pledge my utmost effort to both carry on the 500th's past tradition of excellence and prepare the "Pacific Vanguard" for the challenges of the future," said Get. (Submitted by Sgt. 1st Class Don Moore)

Hats Off to Chovancek

Capt. David A. Chovancek, commander of Company D, 470th MI Battalion, was the "man with the plan" according to Panama Canal College Dean Ernest W. Holland.

When Holland became the dean in August 1995, Panama Canal College was in danger of closing with a deficit of over \$400,000. A Department of Defense school, the college was tentatively scheduled to close in June 1996 unless an acceptable solution to the deficit was developed by January 1996.

As part of the Good Neighbor Policy program sponsored by the 470th MI Brigade, Chovancek volunteered his time to help the college develop their strategic plan. The young captain headed the team which guided the college work force through the planning process and proof read the finished product. Panama Canal College has been extended for another year, thanks to the efforts of several individuals including Chovancek.



Capt. David A. Chovancek

Kansas City Father of Year Named

Chief Warrant Officer Daniel L. Webb was named Father of the Year for the Kansas City area June 16. Nominated by his 10 year-old son, Webb was selected from 23,000 entries. The selection process included a nomination letter from his son, a questionnaire completed by Webb and an interview.

A member of Company C, 308th MI Battalion (Provisional), 902d MI Group, Webb was recognized at a pre-

game ceremony by the Kansas City Royals at Kaufman Stadium, Kansas City, Mo. (Submitted by Col. S. K. Labelle)



Brig. Gen. Trent N. Thomas, INSCOM commander, passes the 902d MI Group's guidon to Col. Ben L. Elley in a July 1 ceremony at Fort George G. Meade, Md. (Photo by Joe Burlas)

Elley Grabs Reins of 902d MI Group

On July 1, Brig. Gen. Trent N. Thomas, INSCOM commander, passed the reins of the 902d MI Group from Col. John E. Swift III to Col. Ben L. Elley. The ceremony was held at McGlachlin Field, Fort George G. Meade, Md.

In a time honored tradition, Swift slowly passed the unit's guidon to Thomas. Elley quickly grasped the guidon's staff from the general's hands and thus assumed command of the 902d.

One unit achievement noted by Thomas was a six-month 902d investigation, conducted with the FBI, which uncovered an American passing national secrets to the intelligence services of another country.

Swift reflected on another recent achievement: its identification of five foreign radio listening posts in Europe which are focused on U.S. military operations in and around Bosnia. Swift will assume new duties with Supreme Headquarters Allied Powers Europe.

In true soldier fashion, Elley paid tribute to the troops. "I am thankful that I have had the opportunity to par-

ticipate in this unit's many accomplishments, rich history and deep traditions," he said. "I also want to pay tribute to the numerous unsung heroes who daily protect the Army's forces, secrets and technology. Thank you."

Thomas awarded Swift the Legion of Merit Medal and his wife, Margo, an Army Certificate of Achievement for their contributions and service to the 902d.

Elley's previous assignment was the G2 (intelligence staff officer) for Forces Command at Fort McPherson, Ga.

"I just assumed the best job in the Army," said Elley, who has served with the 902d before as operations officer. "I am proud and humble to return to the 902d. To me, it's coming home." (Submitted by Joe Burlas, "Soundoff" newspaper)

Reznick Wins Nicholson Award

Sgt. 1st Class Andrew J. Reznick was presented the Lt. Col. Arthur D. Nicholson Award on June 14, 1996, at the annual National Military Intelligence Association award ceremony held at Fort Myer, Va. Lt. Gen. Paul E. Menoher Jr., presented the award to Reznick for his distinguished service as a member of the A Group Independent Balkans Division.

Reznick is assigned to the 704th MI Brigade, U.S. Army Intelligence and Security Command, at Fort George G. Meade, Md.

The Lt. Col. Arthur D. Nicholson Award commemorates an outstanding MI officer who gave his life in the course of exercising his profession. Nicholson was on duty in East Germany in 1985 when he was shot by a Soviet guard and left to die. His courage in taking risks to accomplish his mission and his cruel death in the line of duty make him a heroic intelligence professional inspiring the highest standards of dedication, performance and sacrifice. (Submitted by the National Military Intelligence Association)

Wanted: Cyber-Warriors!

The Information Warfare Branch, 310th MI Battalion, 902d MI Group, is looking for more than a few talented soldiers to become "cyber-warriors." If you possess the right qualifications, this job's for you.

Interested officers should be 35E qualified with a bachelor of science degree or higher in an applied or related computer science major, such as electrical engineering, computer engineering, computer science engineering or computer science. You should know the fun-

damentals of a variety of operating systems, such as UNIX, IRIX, SOLARIS, HP-UX, Windows NT, Windows 95, DOS, BSDI UNIX, OS/2 and MAC OS. Internet experience and knowledge of distributed file systems is useful, also.

Interested soldiers should be 97B qualified with above average knowledge of INTEL based personal computers. You should be able to take apart and rebuild a PC and perform system assessment. Knowledge of DOS and internet experience is preferred.

Qualification in all of these requirements is not essential. Still interested? Call Capt. Hernandez at DSN 923-3608 or commercial (302) 677-3608 for more information. *(Submitted by the Information Warfare Branch, 310th MI Battalion, 902d MI Group)*

Battalions Redesignated

On July 1, the 902d MI Group officially recognized the redesignation of its three battalions.

The Counterintelligence Security Battalion is now the 308th MI Battalion (Provisional). The Counterespionage Battalion became the 310th MI Battalion (Provisional). The Counterintelligence Support Battalion is now the 716th MI Battalion (Provisional). *(Submitted by Joe Burlas, "Soundoff" newspaper)*

Blythe Takes Command

In a change of command ceremony July 3, Col. Michael J. Blythe took command of the 704th MI Brigade from Col. Jerry A. De Money. Rain forced the ceremony to be held inside the field house at Fort George G. Meade, Md.

Brig. Gen. Trent N. Thomas, commanding general of the U.S. Army Intelligence and Security Command, officiated at the ceremony.

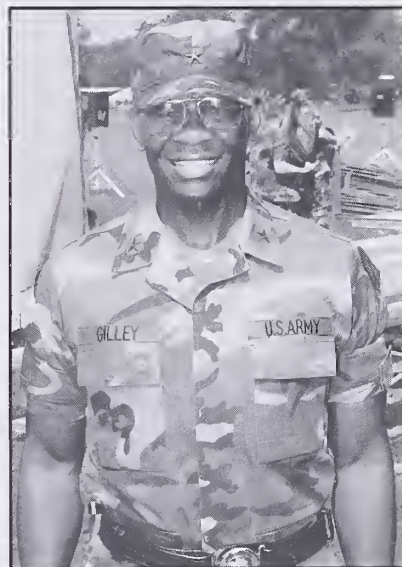
Blythe was previously assigned as the executive officer to the deputy chief of staff for intelligence, following his graduation from the National War College. Other assignments include the 1st Armored Division, Ansbach, Germany, where he served as MI Battalion S3, a company commander and brigade S2; 1st Infantry Division as the MI battalion executive officer, chief of G2 operations and plans and deputy G2; and the 501st MI Brigade as the S3. He also commanded the 733rd MI Battalion at Schofield Barracks, Hawaii, and served as the first J3 of the Kunia Regional Signals Intelligence Operations Center.

De Money served as executive to the deputy chief of staff for intelligence for a short time before returning to INSCOM as the deputy chief of staff for operations.

Gilley Pins on First Star

Brig. Gen. Alfonso Gilley was promoted to his present rank during a 1:30 p.m. ceremony at Wood Theater, Fort Belvoir, Va., on Aug 15. Gilley is deputy commanding general (Individual Mobilization Augmentee), United States Army Intelligence and Security Command.

Brig. Gen. Trent N. Thomas, commander of the U.S. Army Intelligence and Security Command, conducted the promotion ceremony. Thomas and Gilley's wife, the former Ruthie Hubert, pinned on Gilley's first stars.



Brig. Gen. Alfonso Gilley

Serving in his present position since Oct. 28, 1995, Gilley has oversight of Reserve Component integration. Gilley is working to fully integrate Reserve Component military intelligence forces in all aspects of the command's operational and support activities to increase their effective use. He represents the commanding general at events and forums where Reserve Component matters play a central role.

Gilley and his wife have one son, Michael.

Reuss Holds First Dining In

The National Ground Intelligence Center (NGIC) held its first dining-in in Charlottesville, Va., on June 24. Col. Robert Reuss, NGIC commander was President of the Mess, opened the traditional military social event with a sharp gavel rap and a warm welcome to the attendees.

Although the NGIC was officially formed on Oct. 1, 1995, its first dining-in continues a 15-year tradition of its predecessor organizations, the U.S. Army Intelligence and Threat Analysis Center and the U.S. Army Foreign Science and Technology Center.

Guest speaker Dr. Anthony Cordesman, director of the Center for Strategic and International Studies, described security challenges facing the United States as the 21st century draws near. *(Submitted by Arthur Peterson)*

Soldier Tops the Field



Spc. Angela D. Garrett
1996 INSCOM Soldier of the Year

Story by Master Sgt. Joan E. Fischer
Photo by Bob Bills

Her Winning Words

This young soldier's essay, 'My Expectations of a Leader,' helped to name her the 1996 INSCOM Soldier of the Year. Here's the uncut version.

By Spc. Angela D. Garrett

“You’re not out there for yourself, but to represent your unit. We got here with their support. It was not if you win the next board, it was when you win the next board,” said Spc. Angela D. Garrett, 742nd MI Battalion, 704th Military Intelligence Brigade, Fort George G. Meade, Md. Garrett won it all: she was named the 1996 Soldier of the Year for the U.S. Army Intelligence and Security Command.

Garrett advanced from unit and brigade level to compete at the regional board level before winning the Soldier of the Year competition, July 22.

The Greensboro, North Carolina, native entered the Army two years ago as a signals analyst (98G). She started competing in military boards early on in her military career. Garrett said she had appeared in front of six boards and had a good grasp of what was going on.

Appearing in front of military boards has benefited Garrett in two

ways. She said the recognition has helped her career within her immediate chain of command, and she knows that once she has competed at this level, she can go on to compete at the noncommissioned officer level.

The other things that the INSCOM Soldier of the Year takes away from the board proceedings is intangible. “It’s the fact you can stand out and have the ability to succeed in something you’ve put your mind to — accomplish a goal,” said Garrett.

She added military boards are a way of gaining experience in front of one’s peers and supervisors, setting the example, gaining confidence in one’s self and can lead to a lot of good opportunities.

Garrett credits her unit leaders for their support and help in her winning the board.

Assisting the young soldier in the effort was a fellow unit NCO who was competing concurrently for NCO of the Year, Sgt. Lorenda

Flick. Flick progressed to the regional level. Garrett said that studying together was a morale booster; it gave her a strong sense of support to progress together through the various boards.

Garrett’s husband, Sgt. Arther N. Garrett, a signal soldier at Fort George G. Meade, Md., also supported her efforts.

INSCOM’s 1996 Soldier of the Year received various awards during the recognition ceremony. She received a Department of the Army Certificate, a \$1,000 Savings Bond, \$100 AAFES certificate, a gold watch, a set of Class A uniforms, Noncommissioned Officer Association plaque and her next duty station of choice among other items.



Master Sgt. Fischer is the NCOIC, public affairs office, headquarters, U.S. Army Intelligence and Security Command, Fort Belvoir, Va.

When I was informed of the topic for this speech, I thought, "What are my expectations of a leader?" The leadership manual, FM 22-100, outlines what a leader should BE, KNOW and DO. Even the character traits an effective leader should possess are laid out in black and white. Armed with the knowledge of what the Army expects in a leader, my own expectations are not unrealistic. I expect a devotion to duty, a concern for the morale and welfare of troops and clear lines of communication which make the latter possible.

In my short time in the military, I've witnessed good and not-so-good examples of military leadership which in turn helped to shape (and continue to help shape) my expectations of a leader. The not-so-

good example was characterized by a platoon sergeant who made hasty and often unfair judgments, degraded soldiers, and would refuse to admit a mistake when blatantly in error. This example is counter to what I expect most from anyone, especially a leader — respect. Respect for the individual and the collective, and the knowledge and experience possessed by them. This is vital because this flows both ways in the chain. A leader that respects his or her troops is a leader above the rest, because he or she earns the respect of the troops that follow. And, the ability to accomplish the mission is increased by at least ten-fold.

Fortunately for me, I've witnessed more positive examples than negative. Perhaps this is why I'm in front of you today. I've seen squad lead-

ers, platoon sergeants, first sergeants, and company commanders become involved and genuinely concerned with their soldiers, their quality of life, and the well-being of their families.

This brings me to another expectation — a caring attitude. I expect a trail blazer and a wave maker when the situation demands. Because, this caring attitude pertains to more than a favorable OER or NCOER. It pertains to soldiers. It's about getting the job done and accomplishing the mission!

Sergeant Major, board members, my expectations of a leader can be summarized as this — I expect of a leader what a leader expects of me — nothing but the BEST!



Garrett's one of *his* soldiers!

By Shirley K. Startzman

“Representative, complex and mature,” said Command Sgt. Maj. Francis C. Manley, 704th MI Brigade. He was describing one of *his* soldiers, Spec. Angela Garrett, the 1996 INSCOM Soldier of the Year.

“She is representative in the sense that given a very short time frame in which to respond to a challenge, she broke it down, figured out how to address each part of it and overcame the challenge,” he continued. “If you look at the board process, you have a level at every echelon.”

Manley talked of Garrett's representation as one of all the soldiers in INSCOM...in every one of the career fields.

“She is, I believe, a reflection of her peers...of the quality of that whole group,” he said. “She's complex. She's a soldier in one of the toughest skills in the Army. She's a wife. She's married to another service member. That doesn't make it easy. She's a mother. She became a soldier in these circumstances; she knew what she was getting into. Garrett chose to be this kind of a soldier,” said Manley.

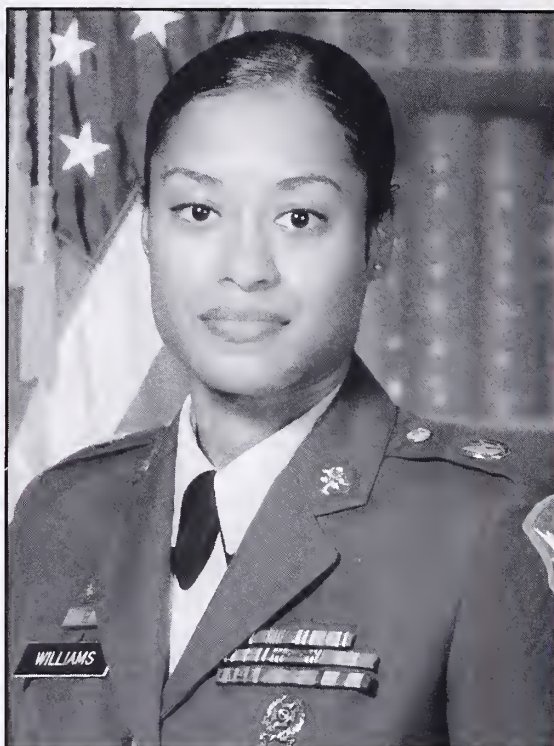
Manley explained that Garrett couldn't be a reflection of her peers unless she had the maturity to deal with it. And he said one more thing.

“As a command sergeant major, given a career as challenging, fast paced and worldwide as my own, Garrett will go a lot farther and do a lot better (than I did) at every stage along the way. I wasn't anywhere nearly as developed as a soldier when I was at the stage she is now,” he said. “And because I'm who I am, I'll tell you one more thing: Look out, you all!”



NCO Wins It All

She came, she saw, and she vanquished the field of competitors. She stands alone as the 1996 INSCOM NCO of the Year.



Staff Sgt. Kaysteine Williams
1996 INSCOM NCO of the Year

Believe in These Words

The words of this young NCO made believers of the judges at every level.

By Staff Sgt.
Kaysteine J. Williams

Story by Master Sgt. Joan E. Fischer
Photos by Bob Bills

“This is really for Charlie Company — for their success,” said Staff Sgt. Kaysteine J. Williams, accepting the 1996 INSCOM NCO of the Year award.

Williams had the support of her unit, the 902nd Military Intelligence Group, 308th MI Battalion, with the Resident Office at Fort Leonard Wood, Mo., from unit and brigade levels through the regional brigade level and into the final round at INSCOM headquarters.

“The first sergeant highly suggested that I had the potential to go all the way up,” said Williams. “The company supported me a lot every time I won. They expressed their joy and pride.”

Williams entered the Army in the field of telecommunications equipment repair (29J) over seven years

ago. She reclassified to counterintelligence (97B) in 1994.

The St. Croix, U.S. Virgin Islands, native said she learned that the caliber of the soldiers and noncommissioned officers in today’s Army is very high during her competition path leading to INSCOM headquarters.

Williams said her fellow competitors at the regional level were a “force to be reckoned with.” Winning against stiff competition was done, in part, with the assistance of her husband, Staff Sgt. Michael R. Williams, a drill sergeant at Fort Leonard Wood. He helped her study after working 18-hour days.

To those soldiers coming up behind her in future competitions, Williams said that “even though it looks impossible from the resident office level, it’s not impossible.”



Master Sgt. Fischer is the NCOIC, public affairs office, headquarters, U.S. Army Intelligence and Secu-

The Finalists in the 1996 INSCOM Soldier, NCO of the Year Competition

Front row, LtoR: Staff Sgt. Kaysteine Williams and Spc. Angela Garrett, Americas Region.

Back row, LtoR: Staff Sgt. James Rubow and Spc. Barry L. Walsh Jr, Atlantic Region; Sgt. Donald R. Wodarski and Spc. Kimberly D. Williams, Pacific Region.

As noncommissioned officers, we have the responsibility of training and developing future leaders. My expectations of a leader stem in part from the four individual values that all soldiers are expected to possess: courage, candor, commitment and competence.

History is awash with the courageous deeds of our heroes, but in today's world, courage can take many forms. One form of courage I expect my leader to possess is to not be afraid to tell his superiors or subordinates that he doesn't know the answer to a particular question or situation. We are all human and no one is expected to always know all the answers.

Another form of courage that good leaders recognize within them-

selves is that although they may have placed high expectations on themselves, it is just as important to have the courage to admit when you have made a mistake.

Just as essential as courage is being candid and sincere with fellow soldiers. Good leaders know that simply criticizing a decision is not enough. They must candidly and tactfully offer a solution to the problem. At the same time, however, it is critical to be able to recognize when a final decision has been made and respect it.

I expect my leader to also have the commitment and competence to accomplish any assigned mission.

This includes not only knowing my individual strengths and weaknesses, but using this knowledge to push me far beyond any limitations

I may have placed on myself. Good leaders also know that the epitome of competence are soldiers that are well taken care of while still maintaining the essential balance of tactical and technical proficiency.

These are but some of the qualities that I expect my leader to possess, but more importantly, these are the same expectations I place on myself as a leader.



"Far and away the best prize that life offers is the chance to work hard at work worth doing."

—Theodore Roosevelt





PANAMA



For U.S. Military Academy cadets Katina (left) and Raina Chesser, a week's assignment at the 470th MI Brigade was worth a year of experience in the world of troops.

Continuing the mission while feeling the effects of the drawdown hasn't been easy for soldiers and civilians of the 470th MI Brigade

Story by Cadets Raina and Katina Chesser
Photos by Shirley K. Startzman

At 1200 hours on December 31, 1999, the United States will relinquish all its remaining lands to the Panamanian government. That moment will mark the end of a process removing the U.S. military presence from Panama. Since President Jimmy Carter and Panamanian President Omar Torrijos signed the Carter-Torrijos treaty in 1977, U.S. troops and civilian employees knew they would be leaving their work in Panama. As the 21st century draws nearer, the reality of the drawdown has hit home to U.S. soldiers and civilians serving in Panama. Nowhere is this reality more evident than in the 470th Military Intelligence Brigade, U.S. Army Intelligence and Security Command, which is under the operational control of the U.S. Army South Command.

The mission of the 470th MI Brigade is to provide responsive intelligence sup-

port to the commander-in-chief, U.S. Southern Command; the commanding general, U.S. Army South; Forces Committee to U.S. Southern Command; country teams and other agencies. As the assets in country have decreased, the 470th has downsized from brigade to battalion





size in personnel, but its mission remains basically unchanged. As a result, soldiers and civilian employees at all levels find themselves doing more work with fewer resources.

Soldiers have been feeling the pressure of the drawdown in a number of ways. 1Lt. Cecil MacPherson exemplifies the challenge of the brigade. He normally acts as the headquarters and headquarters detachment executive officer, motor pool officer and brigade mess officer. He also performs escort duty for visitors to the 470th MI Brigade. The loss of personnel in the unit has forced him to adjust to an increasing

list of additional duties. Lt. Col. Richard Prescott, deputy brigade commander, explained, "In 1994, the brigade had approximately 1,500 people. As of October 1, 1996, 273 people will be left. This is the imposed Treaty Implementation Plan ceiling for the brigade."

Soldiers must deal with their own increased duties both in the brigade and increased demands on family and subordinates. Maintaining high morale has proven to be just as great a challenge as the drawdown itself. Col. Ronald Burgess, brigade commander, watches his unit's increasing OPTEMPO with an active eye.

He notes that the leaders must identify their soldiers' limits, and then lead accordingly.

"While the drawdown has to have some impact on morale, good, active, caring leadership can see the unit through," said Burgess.

Despite extended workdays, fewer resources and increased responsibilities, the real world mission of the unit helps keep morale up. The intelligence information generated by the 470th MI Brigade is key in counter-drug and humanitarian efforts throughout Central and South America. Once the 470th MI Brigade has withdrawn from



Panama, the requirements will continue. Currently, theaters are supported by an intelligence brigade, but these units will eventually coalesce into two force projection brigades. Support to the U.S. Army South will be provided by INSCOM's 513th MI Brigade. Thus, the 470th MI Brigade's dilemma is not uncommon; downsizing is changing the character of units across the Army.

Many of the same issues that affect the soldiers of the 470th MI Brigade also affect the unit's civilian employees. In some cases, the drawdown impacts them more. For example,

The work of the 470th MI Brigade is as impressive as the size of the Bridge of the Americas pictured above. The intelligence information generated by the 470th MI Brigade is key in counter-drug and humanitarian efforts.

administrative assistant Darnell Lopez faces a precarious future. Her income as a Department of Defense employee supports a middle-class lifestyle in Panama, but she cannot sustain that lifestyle in the United States. Lopez, who has lived in Panama all her life, explains, "I can go to Georgia, but I do not think I can afford it. I have two grown children. The other two would like to stay here and go to college." Unlike soldiers, who will simply move to

other posts, some DoD employees do not know if they will still have jobs after 1999.

Burgess considers uncertainty the most difficult part of the drawdown for soldiers, civilians and their families. He and his staff have worked to increase communication and decrease uncertainty. Family support groups, updated unit manning rosters and regular command briefings keep soldiers, spouses and civilians informed. Unit leaders plan



Above left: 1Lt. Cecil MacPherson adjusts to increased duties as the 470th MI Brigade draws down. He acts as the headquarters and headquarters detachment executive officer, motor pool officer, brigade mess officer and escort officer.

Above center: Maj. Gen. Lawson W. Magruder III (second from left), U.S. Army South commanding general, and his wife, Gloria (far left,) welcome Col. Ronald L. Burgess



Jr. (far right), commander of the 470th MI Brigade, to the Army Birthday Ball held at Fort Amador, Panama, in June.

Above right: Visitors to the Amador Club on Fort Amador can view the city of Panama across the bay.

Bottom right: The Panama bus system is unique: each bus is individually owned, operated...and decorated to attract customers.

social events to increase morale and encourage everyone to experience life in Panama while they are there.

"There is so much to see here in Panama, and the cost is low," said Capt. Mary Lynch. "You can watch ships pass through the Panama Canal, which is an engineering masterpiece of construction. This is a colorful country with colorful shops and busses. If you go into Panama City, you will see the historic sites standing next to the sky scrapers," she said.

Though the drawdown has created some hurdles, members of the 470th MI Brigade have learned

some valuable lessons. The unit has become sharper and more focused, with a greater awareness of its mission essential tasks. The leaders have gained skills from their Panama experiences which will benefit them wherever they go. With limited resources, they have learned to adapt to accomplish their mission more efficiently.

The 470th MI Brigade has an important, real-world mission to provide intelligence which is key to counter-drug and humanitarian efforts. They must continue this mission, even through the military draw-down. When the drawdown is com-

plete, only 50 soldiers will remain in Panama assigned to the 513th MI Brigade headquartered at Fort Gordon, Ga.



Cadets Raina and Katina Chesser volunteered for the U.S. Military Academy's writing teams sponsored by its English Department. They visited the 470th MI Brigade for eight days to experience military life.



INSCOM Names Winners

Every year, INSCOM professionals take time to select award winners in several categories...and each year the competition gets a little tougher

By Jack Ebert

The 19th annual Military/Civilian Command Awards were presented during an Aug. 16 ceremony at INSCOM headquarters, Fort Belvoir, Va. As part of INSCOM Day festivities, Brig. Gen. Trent N. Thomas presented plaques to winners in each category.

The Albert W. Small Award was presented to **George A. Graf**, 66th MI Group. Ms. Jennifer Spencer, Graf's daughter, accepted the award on his behalf. Graf's leadership and direct personal involvement were directly responsible for the readiness of INSCOM troops deployed to Bosnia for OPERATION JOINT ENDEAVOR. His contributions were exceptionally meritorious, worthy of special acclaim and have a direct bearing on the mission of INSCOM.

Sgt. Maj. Richard R. Schaus, INSCOM headquarters, and **Robert Manaugh**, 718th MI Group, received the Col. Richard F. Judge Military/Civilian Team Improvement Award. This award recognizes two employees, one military and one civilian, who contributed most significantly to the improvement of the "one Army/military civilian team" concept within INSCOM.

Schaus was a key player and primary point of contact in the deputy chief of staff for logistics Relocation Task Force. He was instrumental in

developing plans and coordination actions to achieve the logistics necessary to stand-up two activities. Among his many accomplishments stands in front of INSCOM headquarters: he led the effort to acquire a model 1857 gun howitzer (Napoleon Civil War cannon) for INSCOM.

Robert Manaugh focused his attention to serving and supporting a joint military-civilian team at Bad Aibling Station. His work provided organizational structure and created a strong working relationship within all directorates, changed community perceptions and corrected quality of life shortfalls while implementing controls aimed at processes and performance standards.

The Jackie Keith Action Officer Award was presented to **Nora F. Vela**, 703d MI Brigade, in recognition of her singularly significant achievements. Among her many accomplishments, she identified a potential budget shortfall of about \$50 million and implemented appropriate control measures to put the brigade back on plan. She initiated a program to cross train all subordinates to provide the best customer service possible, and smoothly accomplished the transfer of host responsibility from Army to Navy of the Kunia Regional Signals Operations Center.

Bridgette Rhew, 721st MI Battalion, 702d MI Group, received the Virginia McDill Award. Rhew played a crucial role in the stand-up

of the 732st MI Battalion, providing technical expertise in establishing the unit's administrative foundation. She accepted responsibility and demonstrated reliability, versatility and knowledge in working important projects and continuing actions. Her understanding of command and staff relationships made her a valuable advisor to the 721st.

The Local National Employee of the Year Award was presented to **Hak-ku Hwang** 751st MI Battalion, 501st MI Brigade, for his work in overseeing the supply operations for the electronic maintenance branch of the 751st. He manages and controls a supply facility which stocks 2,000 repair items valued at over \$350,000.

Known to his friends as "George," Hwang began working for the U.S. Army in 1957, selling newspapers, shining shoes and working at the officer's mess. He willingly works hours beyond those required to maintain his high standard and to help others.

The Equal Employment Opportunity Award was presented to **Jennifer R. Cooper**, INSCOM headquarters, for achieving outstanding results through unusually effective leadership. Cooper, who is deaf, conducted numerous classes in American Sign Language. She taught hearing personnel to communicate with the deaf and increased their understanding of the deaf culture. Her willingness to reach out and share her knowledge has con-



1995-1996 INSCOM Command Award Winners

Front Row L to R

Martha B. Cole, 66th MI Group
Hak-Ku Hwang, 501st MI Brigade
Nora F. Vela, 703d MI Brigade
Jennifer R. Cooper, HQ INSCOM

Second Row L to R

Brigitte Rhew, 702d MI Group
Marta Hnatzuk, 702d MI Group
Carrie Ashley, 718th MI Group
Jennifer Spence accepting on behalf of
her father George Graf, 66th MI Group

Third Row L to R

Sgt. Maj. Richard Schaus, HQ INSCOM
Calvin P. Turner, NGIC
Robert Manaugh, 718th MI Group
Spc. Elfren Acosta (Rep), 902d MI Group

tributed to breaking down barriers and false stereotypes of employees with disabilities. Her technical expertise in many areas greatly improved the visual information center operations.

The Nonappropriated Fund Employee of the Year Award was presented to **Carrie Ashley**, 718th MI Group, for her consistently high quality performance as director of family child care. Her skill in managing scarce resources greatly improved the quantity and quality of

child care at Bad Aibling Station. She brought the family child care into compliance with current standards for program operations and applicant training. Under her direction, the growth of registered caregivers rose by 400 percent during the past year.

The Annual Wage Grade Award was presented to **Calvin Turner**, National Ground Intelligence Center. Turner logged over 25,000 miles of accident and citation free driving during the past year. Following an

internal restructuring, he eliminated a four month backlog of mail suspense forms, reorganized the files and instituted procedures for timely follow-up actions. He is valued for his positive attitude and customer service skills.

Two individuals received the Volunteer of the Year Award this year: **Martha Cole**, 66th MI Group, and **Marta Hnatzuk**, 702d MI Group.

Cole contributed over 1,500 hours of volunteer service to the Augsburg
(continued on page 36)



U.S. Army Intelligence and Security Command Senior Leaders



Brig. Gen. John D. Thomas Jr.
Commander, INSCOM
Fort Belvoir, Va.

What is the most important aspect in managing change in 1997? To ensure that everything we do brings value added to the tactical commander and that we take care of our people and their families. As the Army moves toward Force XXI there are great opportunities for INSCOM. We must be proactive in addressing them. We must lead changes not react to change.



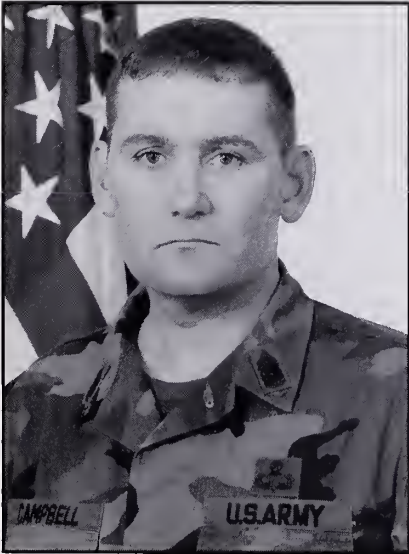
**Command Sergeant Major
Sterling T. McCormick**
INSCOM

In giving positive support, how do you show you personally care about that soldier or civilian? By helping ensure that we train and resource members of the INSCOM team so that we all have every opportunity to grow and succeed. By respecting individuals for who they are and their personal contribution to the INSCOM mission. Also by looking out for the health and welfare of our people and their families.



Col. Barbara G. Fast
66th Military Intelligence Group
Augsburg, Germany

What is the most important aspect in managing change in 1997?
 Being able to think forward while still managing the current operations. I feel it is important that we always focus on the future. This will allow us to grow and execute current, often short fused operations.



Command Sgt. Major Kevin L. Campbell
66th Military Intelligence Group
Augsburg, Germany

In giving positive support, how do you show you personally care about that soldier or civilian? Taking time to speak with them! To ask how their day is going. To be candid with them. To listen to their concerns and try to keep them well informed. They deserve our best.



Col. Ronald L. Burgess Jr.
470th Military Intelligence Brigade
Corozal, Panama

What is the most important aspect in managing change in 1997?
 The most important aspect in managing change will be balance. I remain committed to mission and people and, when you add downsizing (ultimately deactivation) to the formula, balance becomes an imperative. Managing the OPTEMPO as it relates to my organization's capabilities and size takes a major portion of my time. Requirements must be managed in such a proactive way so that soldiers and their families have predictability in their lives and careers.



Command Sgt. Maj. Clifford M. Lynch
470th Military Intelligence Brigade
Corozal, Panama

In giving positive support, how do you show you personally care about that soldier or civilian? If you truly care about soldiers, civilians and their families, your actions will convey your genuine concern. I actively solicit questions, suggestions and comments and I give feedback on each one. I'm keenly aware that each brigade member has different concerns and perspectives and I must try to see things through their eyes. I'm always available and approachable. I am constantly visiting the various work places and training areas, talking to soldiers and listening to what they have to say, not just hearing them. By virtue of my position, their concerns are my concerns and I must provide consistent leadership, trust and support. I do this by communicating left, right, up and down, and making the difficult decisions, being firm but fair to people and mission.



Col. Jer Donald Get
500th Military Intelligence Brigade
Camp Zama, Japan

What is the most important aspect in managing change in 1997? Making the programmed organizational/structural changes planned for the brigade absolutely transparent to our intelligence and security customers.



Command Sgt. Maj. Ronald W. Killion
500th Military Intelligence Brigade
Camp Zama, Japan

In giving positive support, how do you show you personally care about that soldier or civilian? I feel, as the 500th MI Brigade command sergeant major, I have created an atmosphere that makes me approachable by all soldiers and civilians within the brigade. The soldiers and civilians know they can talk to me at any time. I walk around and visit as much as possible, giving out information and keeping myself highly visible to all members of the brigade. By doing so, I demonstrate every day how I care for soldiers and civilians.



Col. Charles W. Alsup
501st Military Intelligence Brigade
Seoul, South Korea

What is the most important aspect in managing change in 1997?

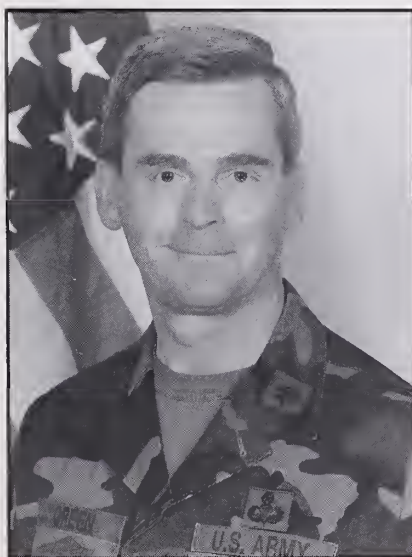
Managing change starts with a positive attitude of welcoming change. We all know technology has become an integral part of our lives over the last few years. Because technology does great things for us, we've come to depend on it, but it also changes rapidly. Change has truly become a fact of life. Rather than lamenting that something has changes and worrying about it changing again, we are better served by embracing change as a good thing. Change is improvement; it's progress, and ultimately, it makes things better. Anticipating change, leveraging it in a positive direction and welcoming the opportunity to to keep making things better and better is one of the foundations of leadership in the intelligence business.



Command Sgt. Maj. Herbert M. Franks
501st Military Intelligence Brigade
Seoul, South Korea

In giving positive support, how do you show you personally care about that soldier or civilian?

In order to show that you care about your soldiers and civilian employees, you must give positive support to them by showing interest in them at the workplace as well as in their personal lives. You can't just talk about it, you have to take action. Get involved!



Col. John C. Green
513th Military Intelligence Brigade
Fort Gordon, Ga.

What is the most important aspect in managing change in 1997?

Keeping faith with our supported combat commands and our units' soldiers, civilians and families. Maintaining customer confidence by consistently satisfying their intelligence needs, while asking no more of our soldiers and civilians than they should be required to give is fundamental to successful transition of our organization. With fewer total resources to execute seemingly unconstrained missions, we must retain enough flexibility to deliver what our customers most need. I am confident we will achieve a match between customer expectations and what our work force can deliver on a sustained basis. Our soldiers and civilians show us every day they want most to contribute meaningfully, we will enable them to do that and more.



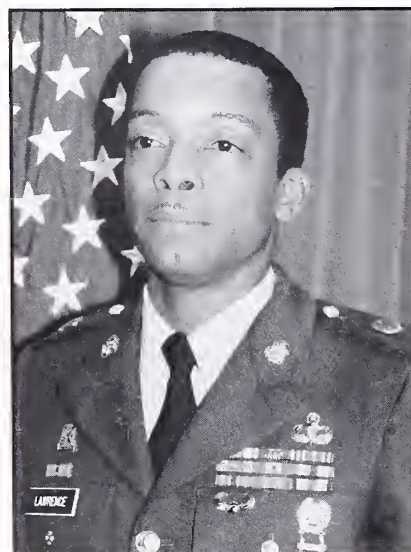
Command Sgt. Maj. John P. Boswell
513th Military Intelligence Brigade
Fort Gordon, Ga.

In giving positive support, how do you show you personally care about that soldier or civilian? By creating and promoting an environment that allows for development and recognizes outstanding performance. When asked for support, you should be honest and realistic about how you personally can impact on the issue. You should share knowledge and experience about issues. Finally, if you make a commitment, you should follow through and do everything you can to see that their needs are met.



Col. Patrick J. Gagan
702nd Military Intelligence Group
Fort Gordon, Ga.

What is the most important aspect in managing change in 1997? Leveraging national capabilities to the advantage of the warfighter — as the cornerstone of national-tactical integration.



Command Sgt. Maj. Bobby R. Lawrence
702nd Military Intelligence Group
Fort Gordon, Ga.

In giving positive support, how do you show you personally care about that soldier or civilian? By applying the five “P’s” of ethical power and the power of positive thinking, I always try to make the lives of the people I work with brighter, more productive, and happier. I never forget from whence I came.



Col. Robert R. Murfin
703d Military Intelligence Brigade
Schofield Barracks, Hawaii

What is the most important aspect in managing change in 1997?

Anticipating the second and third order effects — indirect and often unintended results — of planned change is key to success. In 1996, the 703d MI Brigade smoothly transitioned Kunia RSOC host duties to the Navy, downsizing from 1,200 soldiers and civilians to 600. Junior leaders helped plan the transition and internalized the commander's intent, permitting them to adapt the plan to new situations. Clear objectives, soldier opportunity to excel, early detection and correction of shortfalls, reinforcement of success and teamwork will permit the 703d to adjust and improve SIGINT production and soldier support operations throughout 1997.



Command Sgt. Maj. Raymon V. Lowry
703d Military Intelligence Brigade
Schofield Barracks, Hawaii

In giving positive support, how do you show you personally care about that soldier or civilian?

Whether or not positive support is "shown" is in the eyes of the beholder. To meet this goal, I use what I define as good leadership. I talk to soldiers and civilians. I listen to soldiers and civilians. I make myself readily available to them. I don't tell them what they want to hear, but rather what I know the facts or perceptions to be. I give them my honest opinion. When speaking with them, I attempt to not let anything else interfere. That means no phone calls and no one walking in. They have my undivided attention.

Lastly, and probably most importantly, you can not show that you personally care unless you really do personally care. You have to personally believe that taking care of soldiers, civilians and their families is intrinsic to accomplishing the mission.



Col. Michael J. Blythe
704th Military Intelligence Brigade
Fort George G. Meade, Md.

What is the most important aspect in managing change in 1997?

Without question, the most important aspect of managing change is carefully identifying, measuring and planning for the impact that change will have on soldiers. The unit is a team. Its members will readily accept change as long as the reasons for the change are effectively communicated.



Command Sgt. Maj. Francis C. Manley
704th Military Intelligence Brigade
Fort George G. Meade, Md.

In giving positive support, how do you show you personally care about that soldier or civilian? Start by listening. Soldiers generally tell leaders what is on their mind. They don't always go about it in the most direct or articulate manner, but they ARE telling us there is something on their mind. Doing that listening at a time and in a location convenient and comfortable for the soldiers always makes it easier for them to speak up, and usually gives them the idea the leader cares enough to listen AND act.



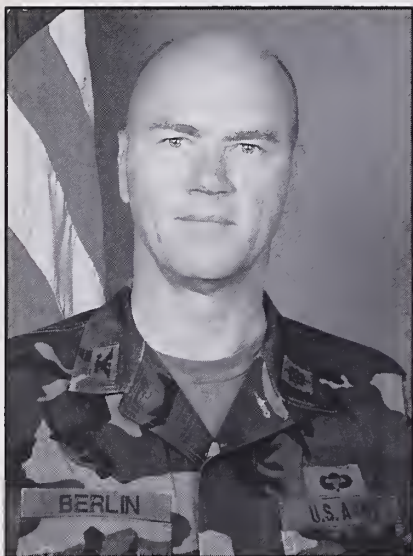
Col. G. Dickson Gribble Jr.
713th Military Intelligence Group
Harrogate, United Kingdom

What is the most important aspect in managing change in 1997? Understanding and harnessing technological changes to improve our ability to accomplish future missions. Rapid technological advances will allow us to "do more, better, faster," but it will allow our opponents the ability to do the same. We are using the latest in communications technology.



Command Sgt. Maj. James T. Hatt
713th Military Intelligence Group
Harrogate, United Kingdom

In giving positive support, how do you show you personally care about that soldier or civilian? By providing the individual the tools, skills and knowledge necessary to more effectively accomplish the tasks at hand. Giving the latitude to make their own decisions and implement solutions to challenges, without fear of reprisal for any honest mistakes. By clearly articulating expectations, recognizing jobs well done, and correcting deficient work. By being available when needed for advice, concern, or just to talk.



Col. Charles H. Berlin III
718th Military Intelligence Group
Bad Aibling, Germany

What is the most important aspect in managing change in 1997?

To ensure we invest in our people. There's an old saying, "I don't know what the future holds, but I know who holds the future." A world-class military force of the 21st Century will be the people we invest in now. Our hard working, dedicated people hold the future in their hands; we need to make sure they are led, inspired and trained for that future. As budgets shrink we must demand a portion of our resources (time and money) to build the future leaders and technicians we need. Many leaders will face the challenge of increased operational tempo competing with the need to send key personnel to leadership and technical schools. The willingness of an organization and its leader to accept operational risk to build the future will determine if that organization even has a future.



Command Sgt. Maj. James R. Kumpost
718th Military Intelligence Group
Bad Aibling, Germany

In giving positive support, how do you show you personally

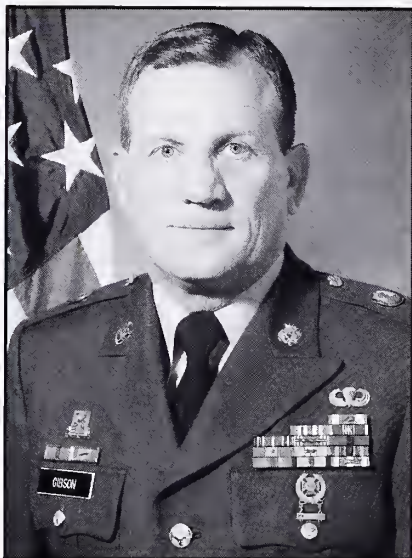
care about that soldier or civilian? Spend time with them, listen to their story, create opportunities for them to tell that story to others; respond to their requests for assistance; make contact with them — shake their hand, look them in the eye and say that you appreciate them.



Col. Ben L. Elley
902d Military Intelligence Group
Fort George G. Meade, Md.

What is the most important aspect in managing change in 1997?

Change has often been looked at as unhealthy or disruptive to a unit, but for the wrong reasons. In a time of diminishing resources we can not afford to pass up changes that will allow us to enhance our effectiveness. Change that brings with it improved productivity and efficiencies in resources is desired. Leaders at all levels need to encourage this type of change and involve all members of the organization in identifying better ways to do business. 1997 will bring with it change and my role is to ensure we take advantage of it and garner the efficiencies for our Army.



Command Sgt. Maj. Benny C. Gibson
902d Military Intelligence Group
Fort George G. Meade, Md.

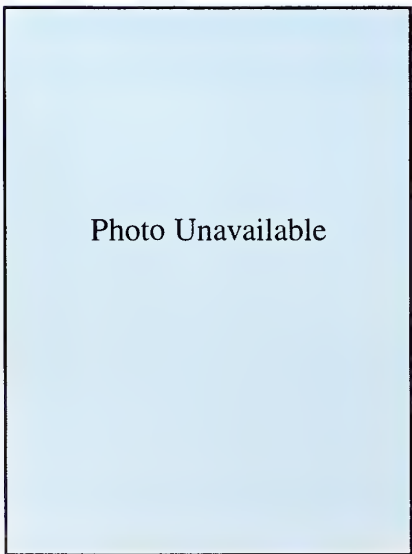
In giving positive support, how do you show you personally care about that soldier or civilian? By taking the time to be a good listener.



Col. Charlotte J. Cochard
Cryptologic Support Group USAREUR
Heidelberg, Germany

What is the most important aspect in managing change in 1997?

Learning to love it and leading others to love it also. Fighting change only increases the frustration and difficulty. Loving: change sets the condition that allows us to see change as an opportunity — to influence the outcome, or to learn something new, or perhaps to practice or perfect our skill. That's not to say it is necessarily easy to love change — or even like it. Change is inherently difficult; but, we willingly, and sometimes even enthusiastically, work hard at difficult things because we love them — sports, puzzles, computer games, etc. When we work hard to change in '97, instead of letting it happen to us, we participate, we're involved, and we are more prepared to deal with the change in '98.



Master Sgt. Millard E. Moore
Cryptologic Support Group USAREUR
Heidelberg, Germany

In giving positive support, how do you show you personally care about that soldier or civilian? By genuinely making myself accessible and approachable and following the golden rule. Listening, advising, mentoring. We all have goals and we all have problems. I try to become a positive force in helping people reach their goals using my knowledge and experience. This is good for the person as well as the Army. I do the same with problems. Most folks know a problem solution, but not always the entire process to solve it. Sometimes they need serious help; sometimes just a sounding board. Often, it's only a point in the right direction. Getting personally involved to help solve their problems and reach their goals is one of my most personal ways to show that I care.



Col. Robert Reuss
National Ground Intelligence Center
Charlottesville, Va.

What is the most important aspect in managing change in 1997?
Getting on with it.



Sgt. Maj. George A. Peeterse
National Ground Intelligence Center
Charlottesville, Va.

In giving positive support, how do you show you personally care about that soldier or civilian? Get to know the person, learn what form of positive support appeals to that person and use it often.



Col. Jerry W. Jones
INSCOM Training and Doctrine
Support Detachment
Fort Huachuca, Ariz.

What is the most important aspect in managing change in 1997?
It is a four step process. First, you must understand "change." Second, you must appreciate the implications of "change" on your organization — soldiers, civilians and their families. Third, you must communicate "change" and its implications to your soldiers, civilians and their families. Fourth, you must implement "change" without traumatic impact on soldiers, civilians and their families.

Master Sgt. William A. Platt
INSCOM Training and Doctrine
Support Detachment
Fort Huachuca, Ariz.

Photo Unavailable

In giving positive support, how do you show you personally care about that soldier or civilian? I listen very carefully to what soldiers say as well as how they say it. Caring leaders are good listeners. Effective listening provides important insights into a person's concerns, goals and aspirations which in turn enables leaders to treat each person as an individual and provide positive and effective support.

Learning to speak to the media

By Shirley K. Startzman

“Step up to the microphone. Take two breaths and establish eye contact. Read the news release, then ask for questions. Be honest. If you don't know the answer, admit it and tell them you'll find out. If you can't give them the answer, tell them why. Say thank you and leave.”

Capt. Tammy Wade listened intently to the last suggestions of her assigned public affairs officer before beginning the press conference. As she walked to the podium, her assigned INSCOM public affairs officer walked behind her and established a lookout post within easy view of Wade. Wade was on her own with the reporters, but her ace was her public affairs officer. The two had established a signal known only to them for tough questions. If Wade wasn't sure, a look toward her public affairs officer was all that was needed to ensure a correct response.

The 1996 U.S. Army Intelligence and Security Command's Public Affairs Conference held at Fort Belvoir, Va., offered attendees real-



Capt. Tammy Wade followed the advice of public affairs officers during a mock press conference. (Photo by T. Gardner Sr.)

istic media training in how to conduct a news conference. INSCOM major subordinate command public affairs officers/designees from three continents met for two and one-half days to learn from field experts and to polish their own skills in afternoon exercises.

Conducting a realistic press conference proved a learning experience for both the public affairs officers and the officers who volunteered to act as commanders. The training filled a critical need for both INSCOM's public affairs officers and military intelligence professionals.

Participating public affairs officers first learned the mechanics of briefing their commanders in preparation for the news conference and in teaching commanders how to conduct the actual news conference. Students and INSCOM headquarters public affairs professionals conducted the training, acted as reporters and conducted after action

(continued on page 36)

Diversity is Key to Success

By Syraida Morales-Rodriguez

Jennifer R. Cooper is a visual information specialist at the U.S. Army Intelligence and Security Command headquarters at Fort Belvoir, Va. Cooper comes to work every morning with a smile on her face and a greeting for everyone she meets.

According to Malcolm L. Hollingsworth, INSCOM chief of staff, Cooper's "technical expertise in many areas has greatly improved the visual information center operations."

Cooper, who is completely deaf, is one of about 150 employees with disabilities who are working in INSCOM (worldwide). Their disabilities range from hearing impaired to diabetes and from heart conditions to accident injuries. These employees continue to be part of the backbone of INSCOM's ability to accomplish its mission.

By Presidential Proclamation, the month of October has been designated National Disability Employment Awareness Month throughout the Department of Defense. This year's theme, "Ability for Hire," focuses on integrating America's 49 million people with disabilities into the work force. Among those Americans are former service members who were permanently injured during wars, skirmishes and peace keeping activities.

People with disabilities are the nation's largest minority. Ameri-



Jennifer R. Cooper won the U.S. Army Intelligence and Security Command's Equal Employment Opportunity Award for 1995. Brig. Gen. Trent N. Thomas presented Cooper, who is completely deaf, with a plaque during award ceremonies at INSCOM Headquarters Aug. 16. (U.S. Army photo)

cans have about a 20% chance of becoming disabled at some point during their work lives. People with disabilities cross all racial, gender, educational, socioeconomic, and all levels of the organization.

INSCOM leaders have found that by including people with disabilities in their diversity programs, they increase their command's competitive advantage. People with disabilities add to the variety of viewpoints needed to be successful and bring

effective solutions to today's business challenges.



Ms. Syraida Morales-Rodriguez is the Persons with Disability Program Manager at headquarters, U.S. Army Intelligence and Security Command, Fort Belvoir, Va. She can be reached at comm (703) 706-2510 or DSN 325-2510 for more information.

Money Talk\$

Make sure you hear the ethical message before deciding how to raise money for your unit, purchase gifts for personnel or use government resources

By 1st Lt. Edward P. Spence

Public service is a public trust which belongs to all of us as soldiers, civilians, citizens, and taxpayers. Government employees must display the highest ethical standards at all times. Unfortunately, ethical dilemmas continue to abound and are not always readily apparent. When facing difficult questions involving ethics, local judge advocates, in the role of ethics counselors, can provide assistance. Some of the important issues which have surfaced recently include unit fund-raising, gifts and the use of government resources.

Unit Fund Drives

Unit fund-raising has been a hot item of discussion lately. Numerous questions have arisen concerning the nature and propriety of unit-sponsored fund raising. All fund-raising activities conducted within the Department of the Army are strictly regulated by the Joint Ethics Regulation (JER) and Army Regulations (AR). Fund-raising for the unit, by the organization's own members is authorized, but a distinction is made between official and private fund-raisers.

Fund drives conducted by the unit are official and proceeds must be deposited into the Installation Morale, Welfare and Recreation Fund (IMWRF) for the collective benefit of the unit.

Each unit at the battalion level normally has a unit fund council to manage funds held by the IMWRF. Councils ordinarily make allocations to purchase awards for official programs such as Soldier of the Month competition. The funds can also be used for almost any type of

unit-sponsored event as long as they are fairly distributed to benefit all soldiers.

Separate unit funds, sometimes referred to as "slush funds," are prohibited. Private fund drives for the benefit of private organizations may not be officially supported unless they meet special criteria in accordance with AR 210-1, paragraph 2-1 and AR 600-29, paragraph 1-9.

This often raises concern because many of the unit members may also belong to a particular private organization. Every association needs members and dollars to exist. Therefore, commanders must maintain appropriate relationships with all private organizations. Care must be taken to avoid the appearance of unauthorized solicitation, preferential treatment or official participation in a private organization.

Other types of private, informal funds include the typical office coffee fund and Christmas fund. These types of funds may be excepted from the provisions of AR


210-1 by installation commanders. The regulation stipulates the fund must be \$1,000 or less and administered by a single fund custodian during off-duty time. The custodian is also responsible for annual reporting of the account's activities to an immediate supervisor. This type of account is an excellent way to support annual picnics, holiday parties or special events within the restrictions of Army fundraising policy.

Regardless of whether the fund drive is private or official, Army policy dictates voluntary participation. Department of Army employees are prohibited from soliciting or coercing subordinates to contribute to either official fund raisers or private organization activities. This prohibition applies to soliciting the individual's time as well as money or resources. Because there is a danger of undue influence or coercion, superiors are not allowed to solicit subordinates for membership in private associations.



Gifts

Army policy regarding gifts between employees follows the same principles applied to fundraising. Gifts from subordinates to superiors are prohibited except as allowed by the JER 2-203. Employees may contribute to the purchase of a gift for a superior for a special, infrequent occasion such as retirement or permanent change of station. The nominal amount of a voluntary contribution solicited from another employee for this purpose may not exceed \$10. A gift presented from a group cannot exceed an aggregate value of \$300. In accordance with AR 600-29, paragraph 1-8, any solicitation which does not allow free



choice or creates the appearance that employees do not have free choice to give or not to give is contrary to Army policy.

Department of the Army employees may not solicit nor accept gifts from outside sources because of the employee's official position. Officials may accept unsolicited gifts for guest appearances if their aggregate value does not exceed \$20. It is wholly inappropriate for officials to solicit commercial enterprises or other associations to donate gifts to the unit, United States Army or the government.

Individuals may solicit at the office in a personal capacity for non-profit organizations such as Little League, Girl Scouts or similar activities; however, under these circumstances, solicitation of subordinates is still prohibited.

These activities must be conducted during personal time. Duty time is an expensive and valuable commodity belonging to the United States government not to be used for personal gain. Under no circumstances will the individual solicit for a commercial enterprise at the work place.

Using Government Resources

Using government resources for personal benefit is strictly regulated. Every Department of the Army employee is accountable for conserving and protecting government property. Official time is property of the United States government and must be used to perform official duties.

Government copiers are not for personal use; and, should only be used to reproduce mission related material. First line

supervisors who are commissioned officers or civilian employees in the pay grade of OS/GM-11 and above may authorize subordinates to use government owned communications and computer equipment at the office provided no additional cost is incurred. For example, personnel may be authorized to make personal telephone calls from the office. The calls must be reasonable in frequency and duration and shall not adversely affect the performance of official duties. If it is a toll call, then the employee must defray the expense by using a calling card or a toll-free number. Limited personal e-mail and brief access to the Internet within these guidelines is also permissible. It is important to remember, however, there is no expectation of privacy related to the use of a government computer. Violations are serious because they undermine the public trust and may result in adverse disciplinary action for both soldiers and civilians.

Any Questions?

Failure to guard the public trust of public office by adhering to the government code of ethics can carry severe penalties. When there is any question or doubt in resolving an ethical dilemma, always rely on your local judge advocate for advice.



1st Lt. Spence is assigned to the Staff Judge Advocate office, headquarters, U.S. Army Intelligence and Security Command, Fort Belvoir, Va.



Elley Dedicates Wing to McDonough

Story by Connie Ballenger
Photos by Shirley K. Startzman

Since April the Information Warfare Branch (IWB), 310th MI Battalion, 902d MI Group, has been waging battle against computer and other technological leaks in a facility new to IWB — Wing D of Building 4554 at Fort George G. Meade, Md.

On July 3 the wing was dedicated to one of the legends in the counterintelligence community, the late Chief Warrant Officer Ann M. McDonough.

Following a short introduction by Lt. Col. Gerard Labadie, commander of the 310th MI Battalion, and an invocation by Chaplain (Capt.) Melinda Riley, Col. Ben L. Elley, commander of the 902d MI Group, dedicated the wing.

Elley praised McDonough for her many accomplishments, beginning with her selection as the first woman assigned to the Counter Intelligence Corps in 1952. McDonough was inducted into the Military Intelligence Corps Hall of Fame in 1988.

"She was known not only for her excellence, passion and dedication to the advancement of women within the intelligence arena, but the entire Counter Intelligence Corps as well," said Elley.

The colonel commented on the phenomenal evolution of the computer.

"Technology has given us a great means to communicate via the computer. It's not been that many years ago when we talked about comput-



Col. Ben L. Elley (commander, 902d MI Group), Lt. Gen. Paul E. Menoher Jr. (deputy chief of staff for intelligence, Office of the Chief of Staff for Intelligence, Pentagon), Brig. Gen. Trent N. Thomas (commander, U.S. Army Intelligence and Security Command) and Lt. Col. Gerard Labadie (commander, 310th MI Battalion) cut the ribbon to open the Ann M. McDonough Memorial Wing at Fort George G. Meade, Md.

ers and said it would never work. Today, when you walk into an office, there isn't a desk without a computer. Even out in the field with the tactical Army, it is now the basis of our command control communication structure," he said.

"But with the advanced technology, comes a complicated task — developing security within worldwide utilities. Without a strategy to respond to the threat of computer exploitation, secrets can be accessed and compromised," warned the colonel.

"Just as Ann McDonough was a trail blazer who helped revolutionize the counterintelligence force of the '50s and '60s, so will the work of the Information Warfare Branch," added Elley.

Elley, who recently took command of the 902d MI Group, praised Col. John E. Swift III, the last commander of the group, who created the IWB by directing that information warfare and counterintelligence be combined to meet the threat of technology. According to 1st Lt. Kevin Nauer, IWB investigator, until the



Staff Sgt. Alan Vance, a computer investigator with the 310th MI Battalion (Prov), explains the mission of the IWB to visitors.

"She was a great professional in every sense, truly selfless, totally proficient, both tactically and technically," said Menoher. "That's about the highest praise we can give anyone. This facility will be like she was — it will be critical and relevant to our Army in an extraordinary period."

Elley, Menoher, Brig. Gen. Trent N. Thomas (commander, U.S. Army Intel-

ligence and Security Command) Swift and Labadie participated in the IWB ribbon cutting ceremony. A cake was also cut in honor of the occasion.

Following the festivities, information warfare specialists Staff Sgt. Danny Whitfield and Cpl. Leon Stanley explained how computers which are suspected of having classified information are seized. Sgt.

1st Class Dave Sanders and Staff Sgt. James Kron discussed the threat posed by the Internet to moving troops. IWB relies on private citizens to call in reports of information they suspect is classified. To report suspected classified leaks, call the Fort Meade Military Intelligence Detachment, 301-677-3255, DSN 923-3255.



Ms. Ballenger is a staff editor on "Soundoff" newspaper, Fort George G. Meade, Md.

IWB was formed in 1994, no single unit handled computer espionage for the Army.

Elley stressed the importance of the 902d's mission.

"The future of the Army will depend not only on the development of advanced weapon systems such as the tank, artillery and missile systems and helicopter, but also defenders of the very basic information and knowledge on which those systems are based," he said.

Lt. Gen. Paul E. Menoher Jr., deputy chief of staff for intelligence, Office of the Chief of Staff for Intelligence, Pentagon, also spoke. He said that McDonough, whom he knew, was more than a trail blazer for women in military intelligence.

Left: Capt. Herbert White, commander of Company B, questions Staff Sgt. Alan Vance during a computer simulation which was open to visitors.



(continued from page 19)

burg community. Her noteworthy contributions include volunteering for office administration for the Augsburg Red Cross, earning a certificate to teach first aid and safety; assisting in handling three fund raising projects for the Augsburg Red Cross and assisting the program coordinator for the Augsburg Army family team building program. She was named Augsburg Community Volunteer of the Year in 1995.

Hnatzuk volunteered over 2,000 hours to the 702d and Fort Gordon, Ga., community. She was a key leader in Fort Gordon's effort to establish and conduct an Army fam-

ily team building training program. She was also a volunteer resource coordinator on the economic planning team. While her husband was a member, Hnatzuk served as vice president of the 201st MI Battalion family support group. She was selected as the Fort Gordon Volunteer of the Month in May 1995 and as Fort Gordon Volunteer of the Year for 1995.

The Volunteer of the Year Award for an organization or unit was presented to the **902d MI Group** for its contributions in the Partners in Education program. Over 63 members have volunteered time as guest readers, lunch buddies, field trip chap-

erones and field day assistants in education. In addition, the 308th MI Battalion organized a blood drive to help a soldier's father with the cost of a blood transfusion needed during chemotherapy. Spc. Elfren Acosta accepted the award for his unit.



Information provided by Jack Ebert, human resources division, deputy chief of staff for personnel, INSCOM headquarters, Fort Belvoir, Va.

(continued from page 30)

reviews following each news conference.

INSCOM officers volunteered to play the part of commanders to add realism to the exercise. The first volunteer commander played the role of a helpful leader who was open to all coaching. Succeeding volunteer commanders played more difficult roles to test the abilities of their public affairs officers.

The public affairs officers were video taped preparing their commanders to conduct a news conference. Television lights and cameras video taped the commanders during the news conference. By the end of the exercise, the volunteer commanders had learned as much as the public affairs officers.

"The training was very realistic, not only for the public affairs officers, but for me as well," said Capt. Tammy Wade, a volunteer commander from the Land Information Warfare Activity. "It gave me insight to what a commander could go through and helped me understand how valuable public affairs officers really are," she said.

Capt. John Sietsema, office of the deputy chief of staff for operations at INSCOM headquarters, also volunteered. He followed the advice of his public affairs officer as he played the role of a commander of a fictitious unit in Europe.

"It gave me exposure as to how a commander and a public affairs officer have to think on their feet," said Sietsema. "It's different than briefing one's peers or superiors. The 'media' in this situation was more persistent in trying to find out information that was hypothetically classified. It really tests the commander and the public affairs officer/coach in how to give tactful, thoughtful responses without losing their cool."

Maj. Gabriele Griffiths, Land Information Warfare Activity, played the part of a commander who did not meet her "public affairs officer" until seconds before being briefed on the press conference.

"It was great...I haven't been caught in that situation before, but I would use the techniques I learned," said Griffiths. "I didn't

know the public affairs officer...I had no identity of the person. Public affairs officers should "G2" their commanders before a crisis hits. The commander doesn't know half of what the public affairs officer already knows, but the commander has to know more than the public affairs officer when standing before the reporters. The commander must look like an expert and know how to deflect questions," she said.

The challenge of providing coordinated public affairs support to commanders is taken on every day by INSCOM public affairs representatives worldwide. Their "G2" work can make a critical difference when their commander interacts with the media environment.



Mrs. Startzman is editor of the INSCOM Journal.



E-Mail Speeds Waivers

Promotable specialists and sergeants (E-5) who have "made their cutoff score" but haven't yet been to school can now have their personnel service center send waiver requests by e-mail to speed the process.

"What this does is give those soldiers who have missed Noncommissioned Officer Education System schooling through no fault of their own an opportunity to keep up with their peers," said Master Sgt. William T. Hursch, Department of the Army professional development branch.

Individual soldiers are still required to go through their chain of command to submit these waivers.

E-mail waivers must be submitted prior to promotion and contain only one name per e-mail message. The following information is also required:

1. Soldier's name, current grade, social security number and primary military occupational specialty.
2. Promotion grade, military occupational specialty and the month and year the cutoff score was met.
3. A statement that the soldier's name appears in the monthly by-name promotion list.
4. A statement that the soldier is fully qualified to attend NCOES and whether or not the soldier is currently scheduled to attend the needed school.
5. Personnel Service Center code.
6. The PSC must verify that the soldier has met an announced cutoff score.

For additional information, see MILPER message #94-24, Procedural Guidance for the linkage of NCOES to promotion: DTG 221000Z. (ARNEWS)

Transportation Services Changing

Military members and their families may soon enjoy several enhancements to transportation services, including full replacement value for claims and easier processing.

Currently, military members receive the depreciated value of their property when filing a claim.

According to Lisa Roberts at the Pentagon's transportation policy division, the military plans to test out sourcing beginning Oct. 1 at Hunter Army Airfield, Ga.

(Army News Service)

Simplified Vouchers On TDY Repayment Checks

In August, Defense Finance and Accounting Service changed the process and format in which TDY travelers receive information concerning their travel payment.

Travelers now will receive a simplified voucher printed concurrently with the check or electronic fund transfer. The new voucher provides the essential information travelers need regarding their payment in the

same format as the settlement voucher. (Army News Service)

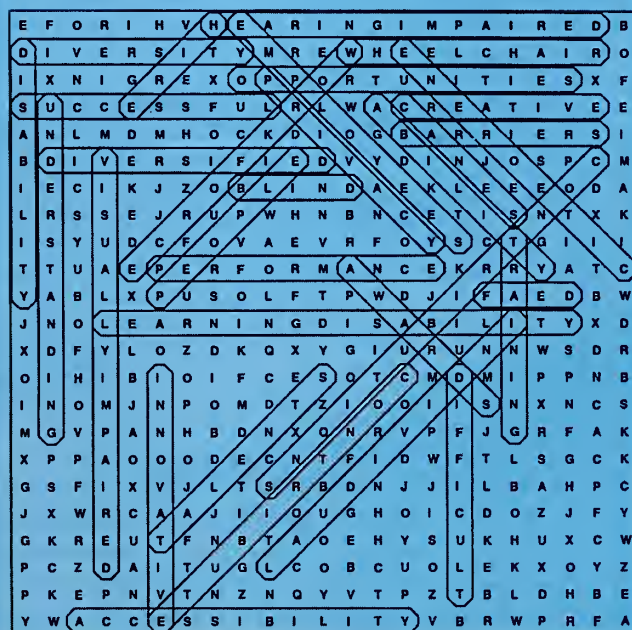
Hand-held Data Entry Device Tested

During the exercise, ICEX '96, Staff Sgt. Joseph K. George of 2nd Platoon, 4th Military Police Company, 4th Infantry Division, was one of the first soldiers to get his hands on a hand-held data entry device for the MARC system. George was given the device before the exercise in order to become familiarize with its capabilities and functions. He was asked to assess was durability and survivability in a field environment.

George left the input device in direct sunlight for three hours, just to see what effect it would have on the LCD screen.

"It went completely black, but after a couple hours in the shade, it worked fine," he said.

Diversity & Disability Puzzle Solution



"This reader we're using now is the same device major department stores use for inventory. We're using it primarily to test the system and doctrine. It's not even a true prototype of the hardware."

George said he exposed it to rain, dust, and even set it in his freezer overnight, but was unable to damage the device. His only complaint is the size of the keyboard.

"My fingers can hit four buttons at once... the final model needs to be bigger. If this thing works, they'll just make it more battle resistant," he said.

George is eagerly waiting for the real test at the National Training Center. "We'll see what 130-degree heat does to this thing," he said. (Spc. "William Bradner, *Army News Service*, from a 4th Infantry Division news release)



Government Charge Card: Use it, don't abuse it

Let's say you're a soldier or an Army civilian employee and you're short of cash. All of your regular charge cards are maxed out, but you do have the American Express government travel charge card.

Why not use it at an automated teller machine to get some quick money?

Do it, and you will be sorry.

People who continue to abuse government travel cards and are delin-

quent on paying travel bills could wreck their credit, and their careers, said Karl Gansberg, administrative officer for the directorate of resource management at Fort Belvoir, Va. American Express is now reporting all government card holders whose accounts are 120 days overdue or have been canceled and have remaining balances of \$100 or more to national credit-reporting bureaus. Although the Army isn't responsible to AMEX for unpaid debts, it does pay a monetary penalty for maintaining negative charge-card balances.

"We've pulled a few cards from people who have been abusers. These people won't be able to go TDY, because finance won't give them cash advances. If they can't perform their missions, their supervisors probably won't be happy with them," Gansberg said.

Military and civilian employees who misuse their government travel cards may also be subject to oral or written disciplinary action, according to a Military District of Washington resource management information paper, dated February 1, 1996. (Gerry J. Gilmore, *Army News Service*)

Got a 'Wad?' Declare It.

If you are traveling to the United States, you must declare sums of monetary instruments more than \$10,000 to customs.

Monetary instruments include U.S. or foreign coin, currency, travelers checks, money orders, and negotiable instruments or investment securities in bearer form, such as stocks, bonds and mutual funds. You do not have to declare promissory notes, IOUs and letters of credit.

"It is not illegal to have more than \$10,000 with you, but you must report those large amounts," said William Greenwood of U.S. Euro-

pean Command's Customs Executive Agency.

(Robert Szostek, *Army News Service* from a U.S. European Command Customs Executive Agency public affairs office news release)



Free Groceries Scam

Defense Commissary Agency officials are alerting service members of a scam promoting free grocery programs at agency stores. The scam—which targets young, enlisted married couples—could cost those troops over \$2,000.

The alert follows a report published May 3 in the Cannon Air Force Base, N.M., base newspaper. The Air Force office of special investigations warns base personnel of a promotion that promises \$99 of free commissary groceries and other discounts by calling a toll-free telephone number. If you receive any such offers, contact your local military law enforcement authorities immediately.

Targeted couples receive invitations to a free dinner receive vouchers for \$99 of free groceries from the base commissary. They also receive a certificate for \$110 in manufacturers' coupons redeemable through a shopping club for \$11.

Investigators have found scam operations in New Mexico and near Fort Riley, Kan. (Master Sgt. Stephen Barrett, *American Forces Press Service*)

Calender of MI Events

September

Baby Safety Month National Mindmapping Month
National Hispanic Heritage Month

- 1 The Army War College offered a course in intelligence for selected lieutenants, 1917.
- 2 Labor Day (Federal Holiday)
Victory Day/V-J Day, 1945
- 4 Under court order, Central High School in Little Rock, Ark., opened its doors to nine Black students. The 112th Counter Intelligence Corps Group members provided information to authorities during the period of civil unrest.
- 6 1st Lt. Mark Roads reported to the Signal Intelligence Service for cryptologic training, 1931.
- 7 Army Intelligence Ball
- 13 The Confederate's Signal Corps assumed responsibility for the "Secret Line," the communications network of spies and their information between Richmond, Va., and Washington, D.C. The spies used mail drops and safe houses, 1862.
- 13-14 British attack on Fort Henry inspired Francis Scott Key to write the "Star Spangled Banner," 1814.

October

Family History Month National Crime Prevention Month
National Disability Employment Awareness Month

- 1 U.S. Army Intelligence and Security Command commemorates integration of Headquarters, U.S. Army Intelligence Agency with Headquarters, U.S. Army Intelligence and Security Agency in 1977.
- 4 Dr. Benjamin Church, director-general of the hospitals, was found guilty in a court-martial of providing information to the enemy, 1775. A member of the Continental Army assisted in deciphering the incriminating letter.
- 14 Columbus Day (Federal Holiday)
- 14-16 AUSA Annual Meeting, Wash., DC
- 15 Mata Hari executed as spy, 1917. She refused a blindfold and threw a kiss to the firing squad.
- 16 Capt. Chauncy B. Humphrey and Lt. Grayson M.P. Murphy reported to President Theodore Roosevelt information they collected on a secret visit to Venezuela and Panama (then part of Columbia). Their information arrived three weeks before the revolution in Panama, 1903.
- 17 Gen. George Washington used spies, double agents and cryptanalysis to begin his plan of deception which allowed the American and French armies to defeat the British at Yorktown, 1781.
- 25 U.S. troops invade Grenada, 1983.
- 31 The first B-17 electronic intelligence mission flew in search of enemy radar from Guadalcanal to Bougainville and back, 1942.
- 31 Halloween

1996

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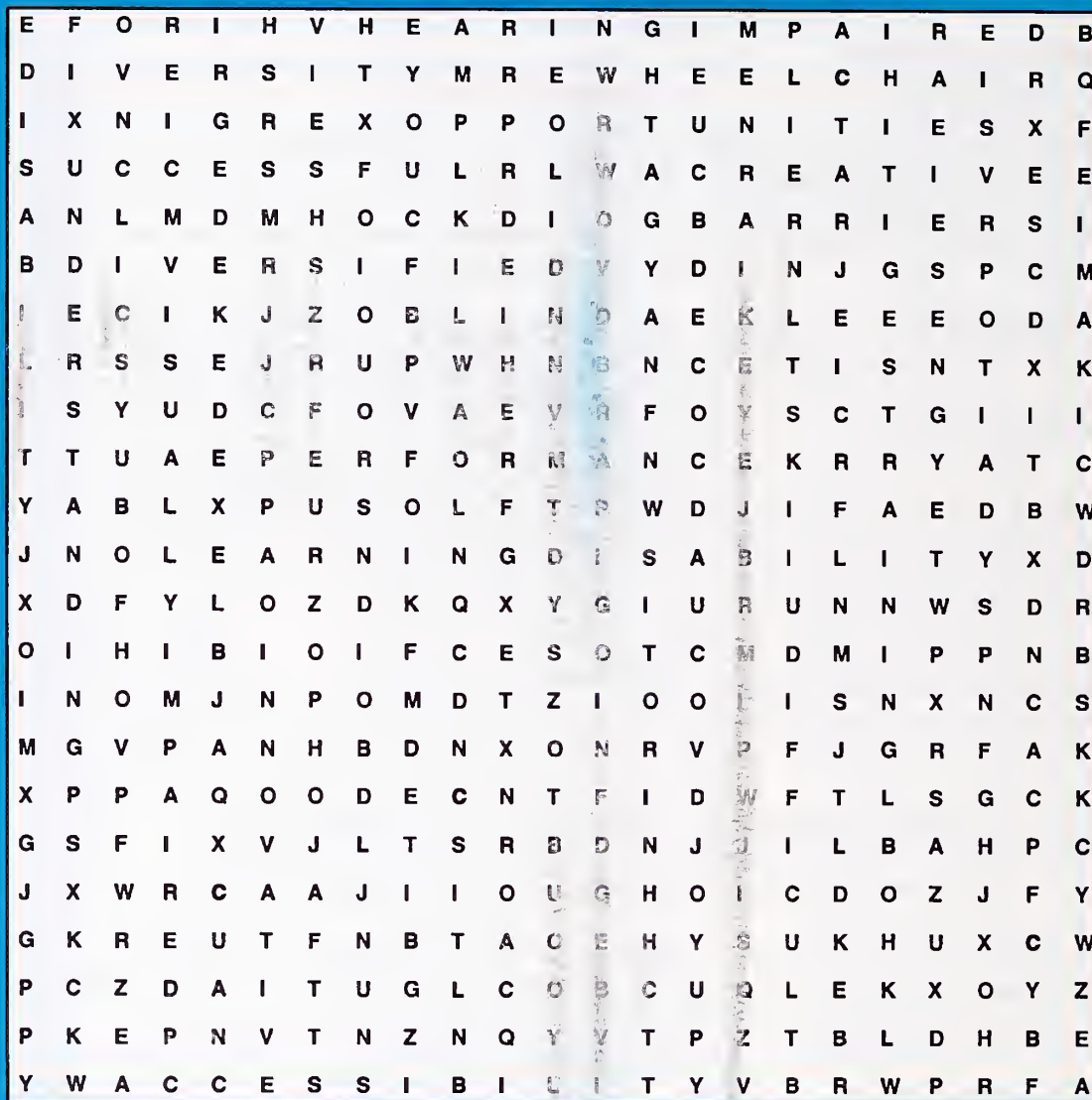
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COMMANDER
INSCOM
ATTN IAPA
8825 BEULAH STREET
FORT BELVOIR VA 22060-5246



Diversity & Disability



Words may be read straight across, backward, up, down or diagonally.
The solution is on page 37.

diversity
ability
hire
blind
contributions
training
canes
successful

disability
workforce
diversified
wheelchair
performance
barriers
accessibility
energetic

talents
employees
hearingimpaired
difficult
awards
visuallyimpaired
understanding
creative

people
contribute
deaf
learningdisability
opportunities
individual
privacy
innovative